

CAI
AK
- I 55

Government of Canada

Information Management

Number 9 1995

Bulletin

Notice to readers

We wish to inform our readers that the *Information Management Bulletin* will no longer be published. This is the last issue. The Treasury Board of Canada and the National Archives of Canada will continue to communicate with the information management community through other means. Thank you for your support and interest in this bulletin.

Re-engineered programs focus on information and partnerships

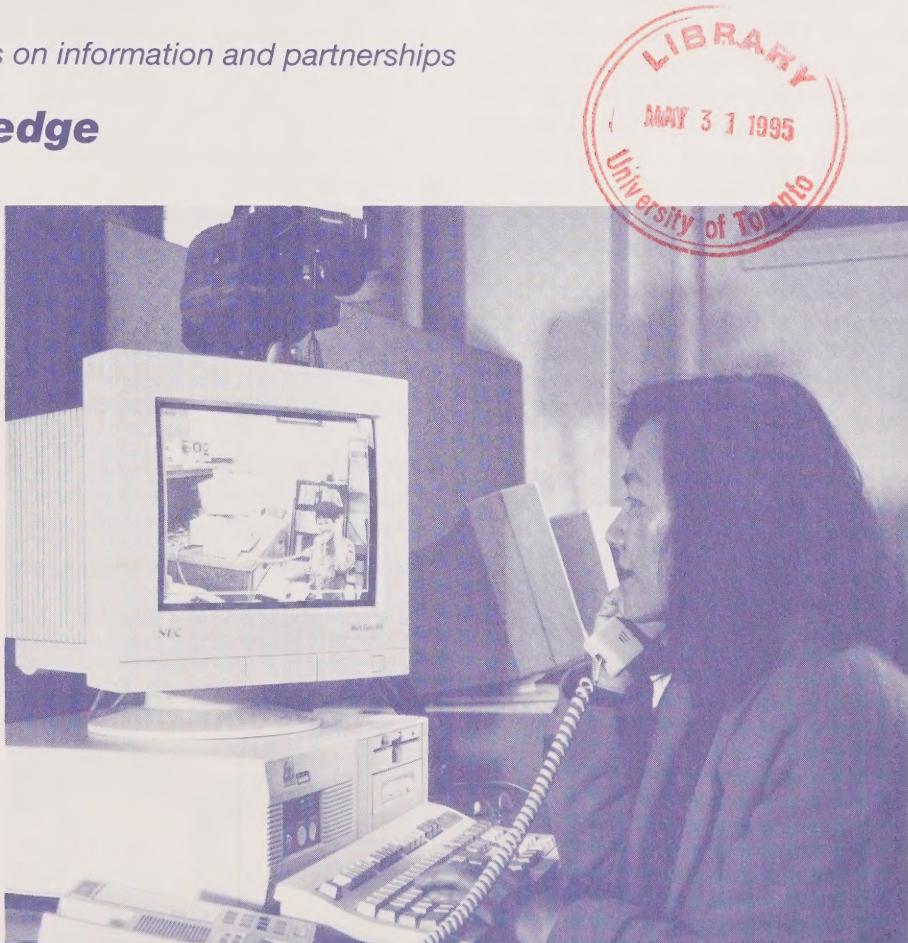
Investing in knowledge

When declining budgets and policy changes threatened his industrial support programs three years ago, David Mulcaster charted a new path.

A director general in Industry Canada, Mulcaster had managed Communications Canada programs that acted as an "investment banker" to individual firms and projects. But as funds dried up and international trade rules restricted government subsidies for particular products, Mulcaster had to re-engineer his business.

Sectoral approach requires communications

Mulcaster surveyed the potential clients of the Standards and Interconnection Program — 1,500 telecommunications equipment makers from one or two-people shops to Mitel, Northern Telecom and Newbridge — to identify their common needs. They wanted accurate information on the development and adoption of standards worldwide, and they wanted it fast.



So Mulcaster refashioned the program as a telecommunications standards information clearinghouse. Its bi-monthly newsletter alerts industry executives and experts

to upcoming standards, developments in testing, and opportunities to influence proposed standards.

continued on page 6



National Archives of Canada
Treasury Board of Canada
Secretariat

Archives nationales du Canada
Conseil du Trésor du Canada
Secrétariat

Canada

The preservation and enhanced use of Canada's audio-visual heritage

How do you manage your audio-visual records? In the same way as other types of information records? Just like people, bureaucracies are expressing themselves more and more through images and sound. Nowadays, their operational and cultural memory is being fed mainly by electronic, paper, visual and sound records. In a sense, history is being increasingly written by technology.

And since the general public already relies on audio-visual materials to understand the present and recent past, it is safe to predict that future generations will learn much about us through records preserved in image and sound media. However, this heritage is at risk.

Preservation and access

Many audio-visual materials are recorded on unstable and vulnerable media that lack common technical standards. Furthermore, the rapid proliferation of such documents, the unrelenting self-destruction of certain materials (such as videotape), constant technological change, the soaring cost of conservation and diminishing financial resources pose serious threats to Canada's audio-visual memory.



But preservation is only one side of the issue. Records take on their true value only when they are properly selected and made available to users. In the case of audio-visual records, new technologies such as the electronic highway may soon offer access opportunities previously unavailable to the public. But they also cause a new set of problems for the management of records.

What is being done to find solutions to these urgent information management challenges

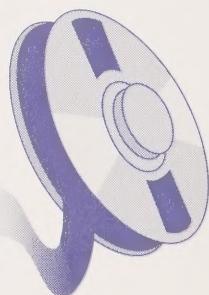
The National Archives: a lead role

The National Archives and other institutions in Canada have already

acquired, preserved, restored and made available an impressive number of audio-visual treasures. The Archives is now taking the next step: to rally to the cause key players in both the public and private sectors by consulting with them in order to develop a national strategy.

In fulfilment of its mandate to act by itself and to help others safeguard Canada's audio-visual heritage, the National Archives has established a task force that will focus on several key areas. These include rationalization of acquisition and preservation mandates; possible joint approaches to intellectual control; technical approaches to the preservation and accessibility of records; and the financial implications of the task force's recommendations.

The task force is composed of representatives of public and private archival and cultural institutions, producers, artists, users, distributors, broadcasters and funding agencies. It expects to present its report to the Minister of Canadian Heritage in April 1995.



In Brief

Wendy Saunders won a Leadership Award at the Technology in Government Week gala in November. She headed the EnviroSource project at Environment Canada. Here are her thoughts on senior management support.

We had the right kind of senior level support to launch the project and gain momentum. There were considerable risks associated with various novel elements. Senior managers accepted the situation; they bought in to the vision and trusted us. That allowed me to work with absolute focus and intensity. I had the freedom to manage flexibly within the overall plan, redeploying resources and taking initiatives where needed. I couldn't have done that in a control-oriented, suspicious atmosphere.

Information management: guiding principles

The Canadian Centre for Management Development (CCMD) has initiated three one-day courses on information management. Bernie Gorman, Executive Director of the Office of Information Management, Systems and Technology at Treasury Board recently addressed the pilot session of the course on *Strategic Information Management*. He proposed seven "guiding principles for information management":

1. Managing Government

Information: government departments should manage information throughout its life cycle, in all forms, as a strategic resource.

2. Data Administration:

they should utilize common definitions and strive for data integrity and consistency of use.

3. Sharing and Re-using

Information: information should be captured once, then shared and re-used by authorized users.

4. Exchanging Information:

information should be stored and exchanged electronically where feasible and economical.

5. Protecting Information:

departments should ensure the security, integrity and privacy of government information through various electronic and manual security measures.

6. **Retaining Information:** the government should retain information only for valid reasons — to satisfy business needs, policy or legislative requirements, and historical and archival needs.

7. **Stewardship:** specific organizational units should be accountable for certain classes of information to ensure its integrity, quality, relevance, and authorized usage.

The ensuing discussion clarified an underlying axiom, that the government itself — not individual public servants — **owns** information. In addition, an eighth principle was proposed:

8. Planning and Investing in Information and Systems:

ensure that both *business* and *governance* factors are taken into account. Governance analysis considers issues of equity and fairness of access to government information, and the propriety of how government conducts its information relationships with other partners and interests.

CCMD recently offered the three Information Management courses. The other titles are *Business Case Development for IM Investment*, and *Human Dimensions of IM*. Contact Barbara Wynne-Edwards, CCMD, at (819) 953-4563.

Teleworking — the way of the future?

Stay at home. Work harder and enjoy it more. It's the trend of the 90s. This is the message from more and more office workers who are finding that sophisticated technology makes it possible for them to do much of their work from their homes. More and more people own personal computers — which are compatible with office equipment — and since interconnection has become fairly simple, it is economical to use computer-based worktools and have work done at more than one site.

"Telework is a fine example of making technology work for you," says Fiona Potter, Telework Coordinator with Government Technology and Informatics Services, a division of Public Works and Government Services Canada. Organizations can send the knowledge worker's raw materials and tools — data, reference material, specialized software — to many separate sites at little extra cost.

An eloquent and enthusiastic advocate of the formalization of working from home, Potter cautions that "Teleworking — telecommuting — has to be good for both the orga-

nization and the employee. And because it's a new approach, it necessitates a change in attitude towards working conditions. Telework is the ultimate example of management for results rather than management for attendance, and the results can be tremendous provided that there is a high level of trust between employee and employer."

This is assumed in the government policy on teleworking, released in September 1992, which leaves details of each telework arrangement to the individuals involved.

"Technology is making it easier, but management culture is still the key factor," Potter points out.

From the organization's standpoint, teleworking can increase efficiency, not only through space saving and an effective use of technology, but also through increased employee loyalty and productivity and reduced absenteeism and employee turnover. From the employee's perspective, the stress level drops as conflicts between work and home responsibilities become more manageable and there is a corresponding increase in job satisfaction.

"Teleworking represents a responsible use of technology that will make us more efficient and flexible," says Potter, "but, while the trend to teleworking is increasing, it will not take over the world. Certain personalities are more suited to remote work than others and certain jobs are more portable than others. On the other hand, there are instances — for some physically disabled workers, for example — where teleworking is the only thing that makes sense."

When Treasury Board evaluates various telework arrangements in 1995, it will also consider the effects on those office workers whose jobs are not portable and union concerns with the changing face of the work place. It may also take into account a startling statistic that Potter uses to illustrate one of the side benefits of teleworking. If five percent of commuters in Los Angeles county telecommuted for one day each week, she notes, they would save 205 million miles of travel each year and keep 47,000 tons of pollutants from entering the atmosphere. Just one more reason that teleworking is likely here to stay.

Shoe



Used with permission

Telework: a personal view

Don't commute — communicate

My work consists of writing, coordinating and developing census reference products.

Equipment

To prepare me for telework, my division provided me with the necessary equipment. Virtually all my office was moved from Statistics Canada: modular table, filing cabinet, PC with appropriate software, modem, line printer and built-in fax capabilities. A data quality voice line (telephone line)

was installed in my home office and I obtained access to the department's modem security system.

Maintaining contact

The quiet home environment away from numerous interruptions made it possible for me to concentrate better and my productivity increased at once. I find that I can coordinate joint activities through telephone and fax machine and I plan meetings for days I will be at the office. Some

meetings can be conducted as teleconferences and I have found that they are more productive and less time-consuming than face-to-face meetings.

Teleworking is also better for me and my family. I no longer waste time on commuting and I love the flexibility and reduced stress of my new working arrangement.

Nicole Charbonneau, Statistics Canada

Telework: another personal view

Meanwhile back at the office...

I worked at the National Library two days a week and at home the other three days for an eight-month period in 1993.

Equipment

I already owned an IBM computer and printer. The Library assumed responsibility for maintenance and repairs, and provided me with diskettes that had been screened for computer viruses. Calls made to me at the Library were rerouted to my home and meetings were scheduled for when I was at the Library.

Pluses and minuses

Overall, teleworking went quite well. With more control over my work schedule, and without all the distractions and interruptions of the office environment, my productivity rose. I reported in regularly to allow my supervisor to keep track of the status of my projects and keep myself up-

to-date. Regular telephone contact with colleagues involved in the same projects was also important.

On the other hand, reduced contact with colleagues left me feeling out-of-touch. I felt I no longer knew what was going on in my Section and in other parts of the Library. I had to give up certain enjoyable aspects of my job because they were not portable.

Experiment

Employees and supervisors should count on a period of adjustment and experimentation to find the best combination of home and office days. Even then, telework is not for everyone. There should be an "escape clause" in every telework agreement.

Dale Simmons, National Library of Canada

Published contributions may be edited for length or clarity.

The opinions of contributors are their responsibility, not the responsibility of the IMB or its sponsor organizations.

Staff:

Michèle Bisson, Robert Czerny,
Jane Heney, Iris Winston,
Karen Wolczanski

The IMB (ISSN 1192-1528) is printed on alkaline paper. Copyright Minister of Supply and Services Canada 1995.

Draft guide assists information managers

The Department of Canadian Heritage is fashioning a new Information Management Branch from elements of the former institutions that make up that department. With advice and financial support from several other organizations, this experience has led to a draft *Manager's Guide to the People Side of Public Service Information Management Organizations in Transition*.

Peter Homulos, director-general of the branch, expects the guide to serve people like himself in several ways: "Sometimes this kind of organization faces a sweeping, sudden shakeup; at other times, change is more like a constant flow. Either way, we need to ensure that our people always measure up to the new tasks at hand."

The *Guide* examines the strategic choice between re-training current staff as opposed to recruiting per-

sonnel who already have the needed skills. It details the planning and communications that lead up to making this choice, and the tools required to implement the training option. Homulos hopes that the *Guide* will make it easier for human resources specialists and information management professionals to work together on people issues.

If you would like an electronic version of the draft document call Rachel Laberge, (819) 994-3651.

continued from page 1

Investing in knowledge

The detailed information behind the newsletter is available by dialling in to an electronic database. Another program database of firms and academics supports research and development efforts and the building of alliances.

The new program recognizes that standards are an essential component of commerce. Timely, detailed information helps firms to position their products in relation to new market niches, and to avoid being barred from markets because of failure to comply with standards.

Communications satellites: the next generation

The Satellite Communications Development Program at Industry Canada went through a similar transition. After losing three quarters of its budget, the program couldn't

support individual initiatives among Canada's ten satellite manufacturing firms.

Mulcaster brought the firms together for detailed consultations and international comparisons. Now the program helps the firms form partnerships and consortia, based on a shared assessment of Canadian strengths and domestic and international market needs.

In their most ambitious cooperative venture, the manufacturers are preparing the next generation of Anik satellites together. One firm is working on solar panels, another on antennas, and so forth.

New business, new methods

Rather than react to requests for investment in products, Mulcaster's programs invest in knowledge. They

put detailed information in front of all firms in a sector; it's up to the firms to turn that information into profit.

The new approach has meant a profound transformation for his officers. Formerly they did technological and financial analysis. Now, they also act as information brokers.

For the future, Mulcaster wants to capitalize on improvements in information gathering and dissemination. His program has begun to explore how Internet might offer further competitive advantage.

For more information call Bill McCrum, Standards and Interconnection Program, at (613) 990-4493; and Ed Skomorowsky, Satellite Communications Development Program, at (613) 990-4299.

Ministre d'Appropriation
et Services Canada 1995
Impôts sur papier alcalin.

ISSN X1192-15288

Karen Wolczanski
Jane Henry, Iris Winstanley,
Michèle Bisson, Robert Czerny,

Personnel :

La responsabilité des opinions émises par les collaborateurs est assumée par eux et non par le RGI ni par les organismes qui financent ce bulletin.

Les textes publiés sont parfois raccommodés ou clarifiés.

Dale Simmons, Bibliothéque nationale du Canada

de télétravail.
échappatoire » dans toute entente donc bon d'inclure une « clause convient pas à tout le monde. Il est bureau. Et même là, le télétravail ne de partage de temps maison.

Choisir certaine, employés et supérieurs doivent prévoir une période d'adaptation et d'expérimentation afin de trouver la meilleure formule pour les bureaux. Et je me demande si les salariés savent de ne plus savoir ce qu'il se passe dans la Division et le reste de la Bibliothèque. Et je me permets de faire une déclaration : j'avais l'impression de ne plus savoir collègues, je me sens isolée.

Toutefois, éloignée de mes

collègues, je me sens isolée.
Toutefois, éloignée de mes amis, je me sens isolée.

au téléphone avec mes collègues trouvais aussi important de discuter prendre le pouls de la Division. Je

affectionne aux mêmes projets que moi.

En 1993, pendant huit mois, j'ai

à la maison.

Bibliothèque nationale et trois jours travaillée deux jours par semaine à la偶然性 et une imprimateur IBM. La Bibliothèque se chargeait de posséder déjà un micro-

à la maison.

Le pour et le contre

Le télétravail : une autre perspective

Ma division m'a donné du matériel nécessaire au télétravail. A peu près tout le contenu de mon bureau de statistique Canada m'a suivie chez moi : tables modulaires, classeurs, micro-ordinateur, logiciel, modem, câbles et tout ce qui va avec un ordinateur.

Mon travail consiste à rédiger, à coordonner et à élaborer des documents de référence sur le recensement.

Le télétravail : une autre perspective

Le bureau volant

Le télétravail : une façon de voir les choses

pour les jours de bureau et, parfois, pour les réunions traditionnelles.

Le télétravail est aussi avantageux pour moi et pour ma famille. Je travail moins et je jouis d'un régime de navette et je me sens moins stressant.

À la maison, transouille, interrompu de beaucoup moins souvent qu'au bureau, je me concentre plus facilement et je produis davantage.

Je peux coordonner des activités communées par téléphone et par télécopieur, prévoir des rencontres

pour les jours de bureau et, parfois,

Le bureau volant

Le télétravail : une façon de voir les choses

Comment rester branché

La qualité donnée a été installée dans mon bureau chez moi, avec accès au système de sécurité du modem du Ministère.

Le télétravail : une autre perspective

Équipement

Le télétravail : une autre perspective

Le bureau volant

Le télétravail : une façon de voir les choses



Save

Potter. Mais, bien qu'il se repande de plus en plus, il ne balaiera pas tout. Il convient mieux pour certains employés et certaines tâches. Bien sûr, dans ces cas particuliers, il s'impose : par ex. pour certains travailleurs qui ont un handicap physique. »

Lorsque le Conseil du Trésor évaluera les entreprises de télétravail en 1995, il en examinera aussi les effets sur les employés dont les tâches ne s'y prêtent pas ainsi que les soucis des syndicats face à l'évolution du milieu de travail. Peut-être aussi le Conseil tiendra-t-il compte d'une étonnante statistique innovée par Pötter en faveur des avantages indéniables du télétravail : jour par semaine, en une année ils parcourraient 205 millions de miles de moins, ce qui empêcherait la diffusion de 47 000 tonnes de déchets polluants dans l'atmosphère. Raisons de plus de croire en l'avenir du télétravail !

« Le télétravail est une utilisation satisfactive et la souplette, avec l'efficacité de la technologie, axe de responsabilité de la gestion par résultats, le télétravail permet être très productif dans un climat de totale confiance entre travail. Exemple par excellence de télétravail la gestion par résultats, le télétravail permet être très productif dans un climat de totale confiance entre travailleurs et employés. »

Un travail plus productif et plus satisfaisant dans le confort du foyer : grâce à l'évolution technologique, faire une bonne partie de leur travail chez eux. A l'heure où se multiplient les ordinateurs personnels, com- patibles avec les équipements de bureau et facilement raccordables, il s'avère économique d'informatiser à votre service », dit Fiona Pottet, à laquelle Travaux publics et Services télécommunications et d'informa- met, à peu de frais, de distribuer en de multiples points la matière et les outils du travail intellectuel : données, documents numérisés, logiciels.

Eloquente et enthousiaste dans sa défense du télétravail, Pottet précise que « celle-ci doit profiter tant à l'employeur qu'à l'employé. Il s'agit d'une formule nouvelle qui exige un regard neuf sur les conditions de travail pour que tout le monde gagne ». Pour ce faire, il faut que l'entreprise soit ouverte à l'innovation et à l'adaptation. C'est ce que fait le ministère de l'Énergie et des Ressources naturelles, qui a mis en place un programme de recherche et développement sur le télétravail. Ce programme vise à développer de nouvelles technologies pour faciliter le travail à distance. Il comprend également des études sur les meilleures pratiques en matière de télétravail et des recommandations pour les entreprises qui souhaitent mettre en place ce type de travail. Le programme est financé par le gouvernement canadien et par divers partenaires privés. Il a pour objectif de contribuer à l'amélioration de la qualité de vie des travailleurs et à l'efficacité de l'économie canadienne.

Le télétravail : voie de l'avenir?

Protection et mise en valeur du patrimoine audiovisuel canadien

et rendu accessibles de multiples et préciuses ressources audio-visuelles. Ils passeront maintenant à l'étape suivante en cherchant à associer des intervenants à l'ensemble de la stratégie nationale. Ayant pour mandat de contribuer directement et indirectement à la sauvegarde du patrimoine audiovisuel canadien, les Archives nationales ont établi un groupe de travail chargé de plusieurs missions d'acquisition et station des mandats d'acquisition. Une approche commune au et de préservation; possibilités de l'accès public des documents; de la préservation et techniques intellectuel; aspects de recommandations du groupe de travail.

Le groupe se compose de représentants d'institutions culturelles et archivistes des secteurs public et privé, de producteurs, d'artistes, de distributeurs, de radiodiffuseurs et d'organismes de financement. Il doit présenter son rapport au ministre du Patrimoine canadien en avril 1995.



Mais la préservation n'est qu'un aspect de la question. Les documents n'ont vraiment de valeur que si on concerne les documents audio-visuels, de nouvelles technologies qui concernent les accès possibles au public pourraient offrir des difficultés pour la gestion des documents. Mais elles bientôt au public de nouvelles possibilités d'accès. Mais elles compor tent aussi de nouvelles difficultés pour la gestion des documents.

Les Responses aux urgents détis de la gestion de l'information sont donc les Archives nationales : un rôle directeur des Archives nationales et d'autres établissements du Canada ont déjà acquis, préserve, restauré

Comment gerez-vous vos documents audiovisuels? Comme les autres documents? A l'imitation de l'être humain, la bureaucratie s'exprime de plus en plus par l'image et le son. Elle affirme essentiellement sa mémoire opératonnaire et culturelle avec des données sur supports électroniques, papier et audiovisuels. En un sens, l'écriture de l'histoire passe de plus en plus par la technologie. Et, comme le grand public puise à venir. Toutefois, notre patrimoine serait sous-estimer l'importance ces documents pour comprendre le présent et le passé récent, on ne peut pas se détourner de l'audiovisuel pour consigner de déjà beaucoup aux sources de supports instables et vulnerables, visuels soit consignés sur des chaînages qui sont à toute norme technique. La prolifération rapide de ces documents, l'auto-destination persistante de certains d'entre eux (par ex. les vidéocassettes), l'évolution de l'aménagement des coulisses de conservation et l'amenagement des salles de projection, la flambee des ressources financières menacent sérieusement la mémoire audiovisuelle du Canada.

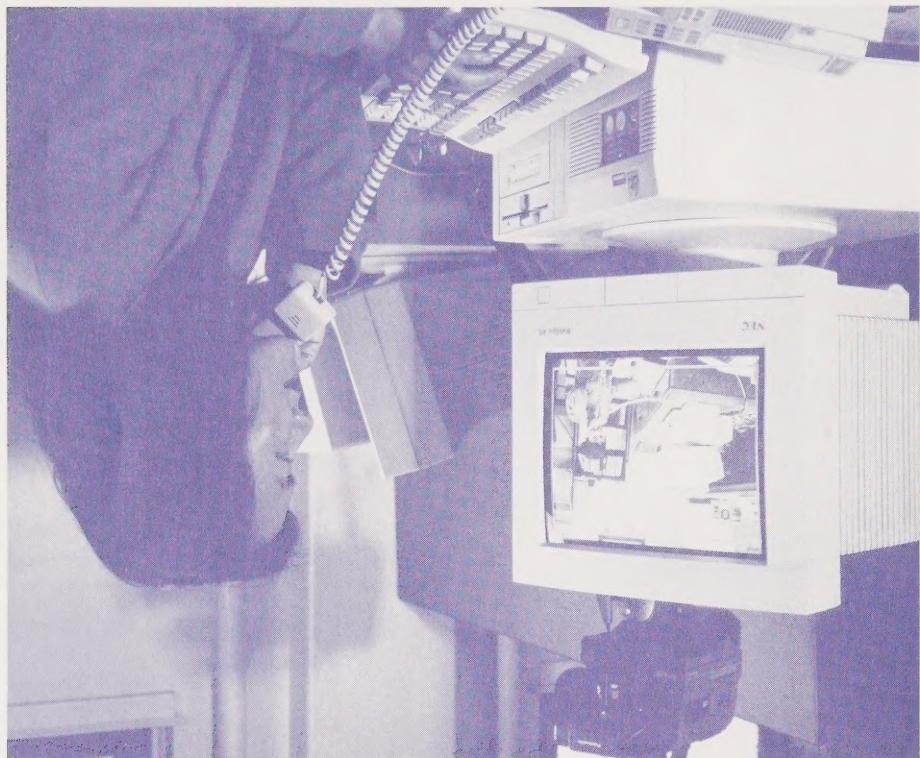


Suite à la page 6

d'influencer les normes projétées.
progress des essais et des possibilités
normes en voie d'adoption, des
cadres et experts de l'industrie des
Son bulletin bimensuel informe les

normes de télécommunications.
en un centre d'information sur les
programme s'est donc transformé
A l'initiative de Multicaster, le

élaboration et l'adoption de normes
à l'échelle mondiale.



une information exacte et à jour sur
leurs besoins communs. Ils pourront
Newbridge — afin de déterminer
comme Multicaster, Northem Telecom et
personnes aux grandes firmes
petites entreprises (une ou deux
télécommunications allant des plus
1 500 fabricants d'équipement de
normes et de l'interconnection —
multicaster a consulté des clients
événuels du Programme des
télécommunications d'équipement de
1 500 fabricants d'équipement de
normes et de l'interconnection —
restucturer ses programmes.

produits ont aménagé Multicaster à
le financement public de certains
les restrictions internationales visant
Mais l'aménagement des fonds et
entreprises et des projets particuliers.
d'investissement » pour des
grammes de Communications
Multicaster avait géré des pro-
Directeur général à l'industrie Canada,
Face aux compressions budgétaires
et reorientations stratégiques qui
menagent ses programmes d'aide
à l'industrie il y a trois ans, David
Multicaster a tracé un nouvel itinéraire.
et l'industrie ses programmes qui
aide à l'interconnection —
Multicaster a tracé un nouvel itinéraire.
Canada auront dorénavant recours à d'autres moyens pour communiquer avec la collectivité de gestion de
l'information. Nous vous remercions de l'appui et de l'intérêt que vous avez manifestés envers cette publication.

Investir dans le savoir

Des programmes restucturés, axés sur l'information et la collaboration

Nous regrettions de devoir aviser nos lecteurs que le présent numéro est le dernier à être publié et que le Bulletin sur la gestion de l'information ne paraîtra plus. Le Conseil du Trésor du Canada et les Archives nationales du Canada auront dorénavant recours à d'autres moyens pour communiquer avec la collectivité de gestion de l'information. Nous vous remercions de l'appui et de l'intérêt que vous avez manifestés envers cette publication.

Avis aux lecteurs

Bulletin

Gestion de l'information
Gouvernement du Canada

numéro 9 1995

3 1761 115504391